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Recreation Personnel in Ontario Tax-Supported Agencies & Institutions

prepared for

The Youth & Recreation Branch Ontario Department of Education

Department of Recreation
University of Waterloo
Waterloo, Ontario.

UNIVERSITY OF WATERLOO
INDUSTRIAL RESEARCH INSTITUTE

RECREATION PERSONNEL IN ONTARIO
TAX-SUPPORTED AGENCIES AND INSTITUTIONS

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INTRODUCTION

Canadian society today is shifting from a work-oriented culture to one which is becoming progressively leisure-centered. Such a society has given man the potential to live a better quality of life through more recreation pursuits. The provision of recreation services that make these pursuits possible has thus become a major responsibility of all levels of government. To maintain and to enhance the successful functioning of these services requires qualified recreation leadership.

In Ontario, recreation services have been developed by many agencies acting relatively independently under several authorities. Insufficient information pertaining to the quantity and quality of recreation professionals in these agencies hinders the sound and effective planning of future leadership development. This study attempted to secure pertinent data related to recreation personnel presently employed in public agencies in anticipation that the data could be used as a basis for this much needed planning. The primary purpose of the study was, however, to identify the existing manpower in various leadership positions in public recreation service in the Province of Ontario, and to determine certain characteristics of these personnel. A concomitant goal was to examine and to analyze selected factors related to the salaries of municipal recreation personnel.

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SUBJECTS OF THE STUDY

Personnel performing administrative, supervisory or direct leadership functions or those persons performing special services in provincial, regional or municipal tax-supported recreation agencies were selected as subjects for the study. The original list of persons known or reported to be performing such services included a total of 1,170 individuals. During the process of conducting the study, the researchers eliminated 24 of these individuals on the basis of incomplete returns or ineligibility for inclusion. In addition, 409 individuals did not return the questionnaire. The sample therefore consisted of 737 subjects.

SURVEY INSTRUMENTS

Two instruments were used for the collection of data - Questionnaire Form A and Questionnaire Form C. Form A was administered to the chief executives of municipal agencies, and was designed to obtain data related to types of administrative structure, population, and budget, as well as data related to the names, titles, and duty levels of employees. Form C, which was administered to all personnel participating in the study was designed to collect data relative to age, sex, educational achievement, salary, professional and non-professional working experience.

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COLLECTION OF DATA

The procedure followed in the collection of data included:

1. The compilation of a master list of administrative heads of municipal agencies eligible for inclusion in the study. This list was compiled after a careful review of membership directories of provincial and national professional recreation organizations, and from personal interviews and written correspondence with representatives of co-operating agencies.
2. The above list was the basis for the distribution of 169 Form A questionnaires to which 134 responded. Of the 134 respondents, seven reported no full-time staff and two indicated that their departments did not wish to participate in the study. The information obtained from the Form A questionnaires provided the source for the distribution of Questionnaire Form C to 809 municipal recreation personnel. Approximately 54 per cent of this group replied.
3. A list of individuals directly involved with the provision of recreation services in provincially operated or sponsored departments or institutions was prepared with the assistance of provincial government officials. Of the 361 Form C questionnaires which were sent to this group, approximately 74 per cent replied.
4. Data used for this study were secured from 737 completed Form C questionnaires.

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EXPLANATION OF TERMS

Recreation Personnel: Includes those persons employed by an agency that is operated or financially supported by a municipal, regional, or provincial government. Such persons are employed on a full-time, year-round basis to perform administrative, supervisory, or direct leadership, or specialized services related to recreation.

Municipal Combined Departments: Includes those departments of municipal government responsible for the provision of more than one type of service, i.e., Parks and Recreation.

Municipal Separate Departments: In this study, includes departments of municipal government responsible for either recreation or park services or for a specialized type of recreation such as activities related to arenas.

Provincial Departments: In this study, includes the following:

1. Department of Education
2. Department of Lands and Forests
3. Department of Tourism and Information
4. Department of Energy and Resources Management

Colleges and Universities: In this study, includes the nine Ontario Colleges of Applied Arts and Technology conducting two year diploma programs in recreation plus the two Ontario Universities conducting degree programs in recreation. Specifically these include:

Colleges of Applied Arts and Technology

- | | |
|--------------------------|---------------------------------|
| 1. Algonquin College | 6. Fanshawe College |
| 2. Cambrian College | 7. Humber College |
| 3. Centennial College | 8. Mohawk College |
| 4. Conestoga College | 9. Sir Sandford Fleming College |
| 5. Confederation College | |

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Universities

1. University of Ottawa
2. University of Waterloo

Institutions: As used for purposes of this study, includes the following:

1. Correctional Institutions
2. Homes for the Aged
3. Ontario Hospitals

Duty Levels

1. Persons classified at the Administrative Level (Number 1) include the chief executive officers in charge of a Recreation and/or Parks Department and its personnel. Such persons are directly responsible to the Municipal Authority.
2. Persons classified at the Administrative Level (Number 2) include the assistant executive officer responsible for either the Recreation or Park Services. Such persons are responsible directly to the chief executive officer and their duties are primarily administrative in nature.
3. Persons classified at the Supervisory Level include those individuals responsible for supervision of all Recreation and/or Park Services for a geographical area or for specific program areas or facilities.
4. Persons classified at the Direct Leadership Level include individuals who, on a full-time, year-round basis, under supervision are responsible for the organization, development and personal leadership of services pertaining to one activity or to several closely related activities. This position primarily involves direct, face-to-face leadership.

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5. Persons classified at the Other Level includes those individuals not fitting into the above duty levels. Two categories of classification for these persons were used:

- (a) Specialized service, e.g., consultant, researcher, park planner.
- (b) Educator.

Recreation Professional Experience: Includes the total years of full-time, year-round working experience in/or related to recreation.

Non-Professional Experience: Includes the total years of full-time, year-round working experience in an occupation not related to recreation.

Municipality: As used in this study includes cities, separated towns, towns, townships, villages, boroughs, and counties.

Specialized Certificates: Includes certificates awarded as the result of the completion of either in-service training courses of a specialized nature or the completion of courses related to a particular aspect of recreation. Such courses are not normally sponsored by colleges and universities.

Annual Salary: Total amount of monies received from employer for all services rendered.

Budget: Refers to the total 1969 Approved Budget consisting of the Gross Operating Budget and Capital Development Budget.

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FINDINGS

Manpower

1. Within the limits of this study, a total of 737 recreation personnel in Ontario were found.
2. Of the 157 individuals performing administrative duties, 58 per cent were municipal recreation personnel at the administrative level (Number 1) and 38 per cent were at the administrative level (Number 2).
3. There were 277 individuals classified at the supervisory level of which 65 per cent were employed by municipal recreation and/or park departments.
4. There were 239 individuals, or approximately one third of the total recreation personnel in Ontario, performing direct leadership functions. Fifty-nine per cent of these 239 individuals were employed by municipal recreation and/or park departments.
5. Within provincial departments, there were 33 persons offering specialized services.
6. Thirty-one recreation educators were included in this study.
7. Table 1 presents an explicit breakdown of the manpower classification.
8. Table 1.1 reveals the total known recreation personnel in Ontario as 1,170. It is noted that this figure does not include the personnel employed by 35 municipal recreation and/or park departments who failed to respond to Questionnaire Form A. Included in this group were: 23 departments situated in municipalities with the population below 10,000, nine departments in municipalities with the population between 10,000 - 49,999 and two departments resident in municipalities with populations between 50,000 - 99,999.

Chronological Age and Sex

1. The median age of the recreation personnel in Ontario was 38.
2. It is noted that of the total number of municipally employed recreation personnel that performed at the administrative levels (Number 1 and Number 2), 52.7 per cent and 57.7 per cent respectively fell within the age range 31 to 45 years. For those performing administrative duties in provincial departments, 57.1 per cent were within this age range.
3. It is also noted that 43.7 per cent of the municipally employed recreation personnel performing direct leadership functions were between the ages of 21 - 30 years, while for institutions only 24.7 per cent of those performing direct leadership functions fell within this age category.
4. Tables 2, 2.1, 2.2, 2.3 and 2.4 give a detailed analysis of chronological ages of all recreation personnel studied according to duty levels.
5. The ratio of male recreation personnel to female recreation personnel in Ontario was approximately 3:1. Of the 737 persons studied, 560, or 76 per cent were male and 177, or 24 per cent were female.
6. Further analysis reveals that 104 or 59 per cent of the female recreation personnel were employed by institutions. Of the above 104 female recreation personnel, 62 per cent were performing direct leadership functions.
7. It is noted that the number of female municipal recreation personnel at each of the four duty levels was relatively small: 3 (or 3.3 per cent) at the administrative level (Number 1), 2 (or 3.4 per cent) at the administrative level (Number 2), 23 (or 12.9 per cent) at the supervisory level, and 37 (or 26.1 per cent) at the direct leadership level.

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8. The distribution and percentage analysis of recreation personnel in Ontario according to sex and duty level are presented in Tables 3, 3.1, 3.2, 3.3 and 3.4.

Educational Achievement

The classification of the educational achievement of an individual was based on the highest level of education attained. It should be noted that the category "specialized certificate courses" was included as one of the 11 categories of educational classification used in this study. This was necessitated by the large number of individuals who had completed training in specialized certificate courses, such as the 3 year in-service recreation certificate course, Ontario park certificate course, certificate course in arena management, etc. The 11 categories were: elementary education only, secondary education only, specialized certificate courses, College of Applied Arts and Technology diploma, Niagara Parks Commission School of Horticulture diploma, Conestoga College 1 year certificate, undergraduate work, bachelor's degree, graduate work, master's degree and doctorate. (If the individual's educational achievement was at the secondary school level or less and he was a holder of a specialized certificate, he would be classified in the "specialized certificate courses" category. If, however, the individual had graduated from a diploma course or a degree program and was also a holder of a specialized certificate, he would then not be considered for the "specialized certificate courses" category.)

1. Of the recreation personnel in Ontario included in this study, 226, or 30.7 per cent had completed secondary education only; 222, or 30.1 per

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cent had completed specialized certificate courses; 145, or 19.6 per cent had received a diploma or had taken some undergraduate work; and 96, or 14.2 per cent were at or beyond the bachelor's degree level.

2. It was found that only 1.2 per cent of all recreation personnel employed by institutions and 5.5 per cent of all municipally employed recreation personnel had attained the bachelor's degree level or higher; however, the percentages for recreation personnel employed by provincial departments and colleges and universities were substantially greater.
3. For municipally employed personnel at the administrative levels (Number 1 and Number 2) 57.1 per cent and 44.1 per cent respectively had completed specialized certificate courses. At the supervisory level, the percentage of individuals who had achieved secondary education only and those who had completed diploma courses or had taken undergraduate work were basically the same, 32.0 per cent and 32.5 per cent respectively. One half of the personnel performing direct leadership functions had secondary education only. It is noted that this same group also had the greatest percentage of personnel receiving a bachelor's degree or higher.
4. A presentation of the educational achievement of Ontario recreation personnel by departments and institutions is given in Table 4.
5. Further analyses of the educational achievement of Ontario recreation personnel according to duty levels are shown in Table 4.1, 4.2, 4.3 and 4.4.

Years of Recreation Professional Experience

1. Of the recreation personnel in Ontario, 282, or 38.1 per cent had less than 5 years of recreation professional experience; 180, or 24.4 per cent had between 5 to 10 years; and 275, or 37.5 per cent indicated more than 10 years of experience. The most frequently reported number of years of experience was between 2 and 4.
2. The number of municipal recreation personnel at each of the four duty levels with less than 5 years of recreation professional experience was comparatively fewer at the administrative levels than at the supervisory and direct leadership levels: 13, (or 14.3 per cent) at the administrative level (Number 1); 7, (or 11.9 per cent) at the administrative level (Number 2); 52, (or 29.3 per cent) at the supervisory level; and 59, (or 41.5 per cent) at the direct leadership level.
3. Of the recreation personnel employed by institutions, approximately 56 per cent at the supervisory level and 80 per cent at the direct leadership level reported less than 5 years of recreation professional experience.
4. Tables 5, 5.1, 5.2, 5.3 and 5.4 present the analysis of years of recreation professional experience of all recreation personnel studied according to duty levels.

Years of Non-Professional Experience

1. The recreation personnel in Ontario had an average of 8 years of non-professional experience. However, for the recreation educators, the mean year of non-professional experience was only two.
2. Approximately 51 per cent of the individuals included in this study had fewer than five years of non-professional experience, 16 per cent reported between five to nine years, and 33 per cent indicated 10 or more years of working experience in other fields.
3. The distribution of years of non-professional experience of recreation personnel in Ontario is given in Table 6.

Salary

1. Approximately 29 per cent of the recreation personnel in Ontario earned an annual salary of \$10,000 or more, 41 per cent received between \$7,000 and \$9,999, and 30 per cent earned less than \$7,000 in annual income. The most frequently reported salary was \$8,000 - \$8,999.
2. Table 7 shows the distribution of salaries of Ontario recreation personnel by departments and institutions.
3. A more meaningful analysis of salaries, according to duty levels, reveals that the median salary of personnel employed by provincial departments was greater than those of municipally employed personnel at the administrative and supervisory levels of comparison. However, the median salaries of municipally employed personnel at the supervisory and direct leadership levels were greater than those of personnel employed in institutions at the same duty levels.

4. Median salaries for Ontario recreation personnel in departments and institutions according to duty levels is presented in Table 8.

Factors Related to Salaries of Municipal Recreation Personnel

Findings in this section of the study are pertinent only to recreation personnel employed by municipalities.

It should be noted that salaries may be affected by various variables such as: functioning responsibilities of department, size and type of facility operated, size and economic status of a municipality, tax levy of a municipality, cost of living in a particular area, public attitudes toward recreation service, fringe benefits and other allowances for employees, position responsibilities, and personal qualifications.

Within the limits of the study, the following factors were selected and analyzed: responsibilities in terms of size of population and magnitude of budget, years of professional recreation experience and personal educational achievement.

Tables 9 and 10 present the analysis of salaries as related to population for municipally employed recreation personnel according to duty level within combined and separate departments respectively.

Tables 11 and 12 give the analysis of salaries as related to magnitude of budget for municipally employed recreation personnel according to duty level within combined and separate departments respectively.

Tables 13 and 14 reveal the median salaries as related to educational achievement of municipally employed recreation personnel by duty level (according to population) within combined and separate departments respectively.

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Tables 15 and 16 show the median salaries as related to educational achievement of municipally employed recreation personnel by duty level according to magnitude of budget with combined and separate departments respectively.

Tables 17 and 18 present the median salaries as related to educational achievement and years of recreation professional experience, of municipally employed recreation personnel by duty level within combined and separate departments respectively.

A. Population and Salary

1. With very few exceptions, a general pattern was evident that when the population increases, the salaries for municipally employed recreation personnel at the administrative levels (Number 1 and Number 2) also increased. However, salary does not increase proportionately with the increase in population. An example will help illustrate this. The mean salary for personnel at the administrative level (Number 1) employed by municipalities below 10,000 in population was \$8,643, while the mean salary for personnel at the same duty level serving populations between 100,000 and 199,999 was \$15,000. The difference in mean salary was only \$6,357.
2. The above mentioned pattern did not hold true for municipally employed recreation personnel performing supervisory or direct leadership functions.
3. The mean salaries for personnel at the administrative level (Number 1) in combined departments were greater than those for personnel at the same duty level in separate departments within comparable population categories. The differences in mean salaries ranged from \$476 to \$3,167.

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4. In some cases, the personnel performing supervisory or direct leadership functions in combined departments received greater mean salaries than personnel at the same duty level in separate departments of comparable population size, while in other instances the reverse was true.

B. Budget and Salary

1. For recreation personnel at the administrative (Number 1 and Number 2) and supervisory levels employed in combined municipal departments with a budget in excess of \$25,000, the salaries increased as the magnitude of the budget increased.
2. With one exception, this pattern appeared for personnel at the administrative (Number 1 and Number 2) levels in separate departments.
3. No relationship between salaries and budget for personnel at the direct leadership level in combined departments and personnel in supervisory or direct leadership capacities in separate departments was evident.
4. The mean salaries for personnel at the administrative level (Number 1) in separate departments were higher than those for personnel at the same duty level in combined departments for all budget categories with the exception of two (below \$25,000 and \$1,000,000 to \$1,999,999). The difference in mean salaries ranged from \$83 to \$1,000.
5. In all budget categories studied, personnel at the administrative level (Number 2) in separate departments had greater mean salaries than personnel at the same duty level in combined departments.

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C. Educational Achievement, Population, Duty Level and Salary

1. When comparing salaries for recreation personnel with various educational achievements at the same duty levels within municipalities of comparable size, there was no definite pattern indicating that salaries progressed with higher educational achievement.

D. Educational Achievement, Budget, Duty Level and Salary

1. In reference to salaries for recreation personnel with various educational achievements at the same duty levels within municipalities of similar budget categories, there was no definite pattern indicating that salaries progressed with higher educational achievement.

E. Educational Achievement, Recreation Professional Experience, Duty Level and Salary

1. For municipally employed recreation personnel with like educational achievements at the same duty levels, salaries tended to increase as the number of years of professional experience increased for persons at the administrative (Number 1 and Number 2) and supervisory duty levels. There were few exceptions to this general pattern. When comparing salaries for personnel at the direct leadership level using the identical variables, no distinct pattern was evident.

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CONCLUSIONS

The following conclusions are based on the findings of this study:

1. There are proportionately few full-time salaried recreation personnel in Ontario who provide direct face-to-face leadership. This suggests that much of the manpower required to fulfill the need for personnel at this level of performance is being provided by part-time staff and volunteer workers.
2. Recreation personnel in Ontario are predominantly of the male sex in all agencies with the exception of institutions.
3. Female recreation personnel are primarily involved in performing direct leadership functions.
4. The majority of recreation personnel in Ontario are over 30 years of age. Younger personnel are mainly engaged in supervisory and direct leadership positions.
5. The recreation personnel included in this study appear to have a diversity of educational background and a wide range of professional experience in recreation.
6. In terms of education, secondary education or specialized certificate courses seem to be the major qualification for recreation personnel in Ontario.
7. The diploma courses, offered by Colleges of Applied Arts and Technology and by the Niagara Parks Commission School of Horticulture have provided the principle opportunity for formalized recreation education in Ontario. The large majority of diploma course graduates who choose recreation as a career have assumed positions with municipal departments.

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8. Two variables, namely, population and magnitude of budget, seem to be important variables related to salaries for municipally employed personnel at the administrative level.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the following recommendations are presented:

1. As a result of the prevalent use of volunteer and part-time leadership in programs throughout Ontario, it is recommended that:
 - (a) The practice of using volunteer and part-time personnel in direct leadership positions be examined pertaining to qualifications, responsibilities, criteria for selection, recruitment processes, in-service training, effectiveness and quantity of personnel involved.
 - (b) Appropriate in-service training programs for volunteer and part-time personnel be encouraged by every means possible. Such programs should be related to basic understandings of the objectives of recreation service as well as values of recreation in present day society.
2. That a concentrated effort be made to upgrade the educational level of recreation personnel functioning at all duty levels in Ontario. To facilitate this effort the following specific recommendations are made:
 - (a) That more stringent educational requirements than now exist be established for personnel assuming full-time recreation positions

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in tax-supported agencies. It is strongly recommended that the minimum educational qualification for personnel should be established as graduation from a recognized diploma program in recreation.

- (b) That governments at all levels provide financial assistance as well as other incentives such as study-leave and promotional opportunities to encourage presently employed personnel to pursue further formal education.
 - (c) That government agencies and professional organizations be encouraged to sponsor training institutes, educational conferences and seminars pertaining to specific topics related to problems encountered by personnel employed on the supervisory and direct leadership levels.
3. If recreation in Ontario is to achieve professional status and gain wide-spread community support, then it appears mandatory to upgrade the current professional qualifications of the practitioner. To create and maintain a higher standard of public service, government agencies responsible for the expenditure of public funds must be convinced of the importance of employing only qualified personnel and the door must be closed to persons not qualified for recreation positions. The following specific recommendations are therefore presented:
- (a) That a province-wide plan of certification for all recreation personnel employed in tax-supported agencies be initiated.
 - (b) That appropriate government incentives be instigated to assure that employing agencies experience direct and tangible benefits as the result of employing certified personnel.

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Abbreviations: The following abbreviations were used in Tables 4, 4.1, 4.2, 4.3, 4.4, 13, 14, 15, 16, 17 and 18:

Ele. ed.:	Elementary education only
Sec. ed.:	Secondary education only
Spec. Cert.:	Specialized certificate courses
C.A.A.T.:	College of Applied Arts and Technology diploma
N.S. dipl.:	Niagara Parks Commission School of Horticulture diploma
Con. Cert.:	Conestoga College one year certificate course
Undergrad.:	Undergraduate work
B.A.:	Bachelor's degree
Grad.:	Graduate work
Master:	Master's degree
Doctorate:	Doctor's degree

TABLE 1 ONTARIO RECREATION PERSONNEL IN DEPARTMENTS AND INSTITUTIONS BY DUTY LEVELS

Duty Level	Combined municipal recreation & park departments	Separate municipal recreation or park departments	Provincial departments	Institutions	Colleges and Universi- ties	Total	
						No.	%
Administrative	114	36	7			157	21.3
(No. 1)	(64)	(27)					
(No. 2)	(50)	(9)					
Supervisory	142	36	31	68		277	37.6
Direct Leadership	97	45		97		239	32.4
Other			33		31	64	8.7
(Specialized service)			(33)		(31)		
(Educator)							
Total	353	117	71	165	31	737	100.0

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TABLE 2 CHRONOLOGICAL AGES OF ONTARIO RECREATION PERSONNEL BY DEPARTMENTS AND INSTITUTIONS

Age	Municipal departments	Provincial departments	Institutions	Colleges & Universities	Total	
					No.	%
20 and below	5	0	1	0	6	0.8
21 - 25	77	4	16	4	101	13.6
26 - 30	73	16	20	8	117	15.9
31 - 35	59	12	14	10	95	12.9
36 - 40	72	10	12	3	97	13.2
41 - 45	59	5	24	4	92	12.5
46 - 50	45	12	24	2	83	11.3
51 - 55	36	6	29	0	71	9.6
56 and over	44	6	25	0	75	10.2
Total	470	71	165	31	737	100.0

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TABLE 3 ONTARIO RECREATION PERSONNEL IN DEPARTMENTS AND INSTITUTIONS BY SEX

Sex	Municipal departments	Provincial departments	Institutions	Colleges and Universities	Total	
					No.	%
Male	405	66	61	28	560	76.0
Female	65	5	104	3	177	24.0
Total	470	71	165	31	737	100.0

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TABLE 4 EDUCATIONAL ACHIEVEMENT OF ONTARIO RECREATION PERSONNEL BY DEPARTMENTS AND INSTITUTIONS

Educational Achievement	Municipal departments	Provincial departments	Institutions	Colleges & Universities	Total	
					No.	%
Ele. ed.	27		13		40	5.4
Sec. ed.	155	2	69		226	30.7
Spec. cert.	133	19	65	5	222	30.1
C.A.A.T.	64	1	5		70	9.5
N.S. dipl.	21				21	2.8
Con. Cert.	6			2	8	1.1
Undergrad.	38	5	11		54	7.3
B.A.	21	22	2	5	50	6.8
Grad.	2	9		2	13	1.8
Master	3	13		14	30	4.1
Doctorate				3	3	0.4
Total	470	71	165	31	737	100.0

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TABLE 5 YEARS OF RECREATION PROFESSIONAL EXPERIENCE OF ONTARIO RECREATION PERSONNEL BY DEPARTMENTS AND INSTITUTIONS

Experience in Years	Municipal departments	Provincial departments	Institutions	Colleges & Universities	Total	
					No.	%
Over 22	53	9	2	2	66	9.0
20 - 22	29	5	1	1	36	4.9
17 - 19	32	2	1	3	38	5.2
14 - 16	44	7	2	2	55	7.5
11 - 13	64	6	7	3	80	10.9
8 - 10	51	6	13	2	72	9.8
5 - 7	66	10	23	9	108	14.6
2 - 4	85	19	45	7	156	21.1
1	30	6	21	2	59	8.0
0	16	1	50		67	9.0
Total	470	71	165	31	737	100.0

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TABLE 6 YEARS OF NON-PROFESSIONAL EXPERIENCE OF ONTARIO RECREATION PERSONNEL
BY DEPARTMENTS AND INSTITUTIONS

Experience in Years	Municipal departments	Provincial departments	Institutions	Colleges & Universities	Total	
					No.	%
55 - 59	1				1	0.1
50 - 54						
45 - 49						
40 - 44			1		1	0.1
35 - 39	2		2		4	0.5
30 - 34	9		4		13	1.7
25 - 29	15	1	5		21	2.9
20 - 24	29	2	14		45	6.1
15 - 19	42	6	17		65	8.8
10 - 14	46	12	35		93	12.7
5 - 9	65	17	32	1	115	15.7
0 - 4	261	33	55	30	379	51.4
Total	470	71	165	31	737	100.0

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TABLE 7 SALARIES OF ONTARIO RECREATION PERSONNEL BY DEPARTMENTS AND INSTITUTIONS

Annual Salary \$	Municipal departments	Provincial departments	Institutions	Colleges & Universities	Total	
					No.	%
20,000 and above	2	1		1	4	0.6
19,000 - 19,999	2				2	0.3
18,000 - 18,999	2	2		1	5	0.7
17,000 - 17,999	3	1			4	0.6
16,000 - 16,999	4			3	7	0.9
15,000 - 15,999	7	3		1	11	1.5
14,000 - 14,999	6	2		1	9	1.2
13,000 - 13,999	12	3		6	21	2.8
12,000 - 12,999	12	6		7	25	3.4
11,000 - 11,999	30	19		4	53	7.2
10,000 - 10,999	58	10		2	70	9.5
9,000 - 9,999	64	13	1	4	82	11.1
8,000 - 8,999	74	6	36		116	15.7
7,000 - 7,999	93	4	10	1	108	14.7
6,000 - 6,999	68	1	30		99	13.4
5,000 - 5,999	23		32		55	7.5
4,000 - 4,999	4		28		32	4.3
Below 4,000	6		28		34	4.6
Total	470	71	165	31	737	100.0
Upper Quartile (\$)	10,353	12,041	7,575	13,875	10,382	
Median (\$)	8,554	11,078	5,828	12,642	8,349	
Lower Quartile (\$)	7,177	9,519	4,473	11,187	6,638	

TABLE 8 MEDIAN SALARIES FOR ONTARIO RECREATION PERSONNEL IN DEPARTMENTS AND INSTITUTIONS BY DUTY LEVELS

Duty level	Combined recreation and park departments		Separate recreation departments or park departments		Provincial departments		Institutions		Colleges and Universities	
	N	\$	N	\$	N	\$	N	\$	N	\$
Administrative	114	10,833	36	10,250	7	17,500				
Supervisory	142	8,413	36	9,125	31	11,062	68	5,916		
Direct leadership	97	7,125	45	7,394			97	5,775		
Other										
Specialized service					33	10,687			31	12,642
Educator										

TABLE 9 ANALYSIS OF SALARIES AS RELATED TO POPULATION FOR ONTARIO RECREATION PERSONNEL IN COMBINED MUNICIPAL, RECREATION AND PARK DEPARTMENTS

Population	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>Below 10,000</u>					
Administrative (No. 1)	28	7,000	8,714	10,143	8,643
Administrative (No. 2)	1				
Supervisory	8	5,000	6,000	6,667	
Direct leadership	2		6,000		6,500
<u>10,000 - 19,999</u>					
Administrative (No. 1)	9	7,750	9,250	10,750	9,389
Administrative (No. 2)	1		7,500		7,500
Supervisory	3		7,250		7,167
Direct leadership	2		6,000		6,000
<u>20,000 - 29,999</u>					
Administrative (No. 1)	6	11,167	11,667	12,250	11,667
Administrative (No. 2)	2		9,000		9,000
Supervisory	7	6,583	7,500	8,625	7,643
Direct leadership					
<u>30,000 - 39,999</u>					
Administrative (No. 1)	3		11,500		12,167
Administrative (No. 2)	2		9,500		9,500
Supervisory	10	7,167	8,000	9,250	8,100
Direct leadership	2		8,000		8,000
<u>40,000 - 49,999</u>					
Administrative (No. 1)	2		10,000		11,000
Administrative (No. 2)					
Supervisory	4	7,000	7,500	8,000	7,500
Direct leadership	2		8,000		8,500
<u>50,000 - 99,999</u>					
Administrative (No. 1)	10	14,167	15,000	16,500	14,300
Administrative (No. 2)	17	9,813	10,875	11,625	10,735
Supervisory	31	7,175	7,950	9,179	8,016
Direct leadership	15	4,875	6,500	7,125	

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TABLE 9

continued

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Population	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>100,000 - 199,999</u>					
Administrative (No. 1)	4	9,000	14,000	19,000	15,000
Administrative (No. 2)	10	11,500	12,667	13,500	12,300
Supervisory	18	9,500	10,125	10,688	10,056
Direct leadership	16	6,500	8,000	9,200	
<u>200,000 - 299,999</u>					
Administrative (No. 1)	1		17,500		17,500
Administrative (No. 2)	8	9,000	12,000	13,500	11,750
Supervisory	49	7,625	8,531	9,950	8,704
Direct leadership	6	6,500	8,000	8,250	7,667
<u>300,000 and above</u>					
Administrative (No. 1)	1				
Administrative (No. 2)	9	10,625	14,500	15,583	13,722
Supervisory	12	8,000	9,500	11,250	9,583
Direct leadership	52	6,619	7,150	7,800	

TABLE 10 ANALYSIS OF SALARIES AS RELATED TO POPULATION FOR ONTARIO RECREATION PERSONNEL IN SEPARATE MUNICIPAL, RECREATION OR PARK DEPARTMENTS

Population	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>Below 10,000</u>					
Administrative (No. 1)	9	7,250	8,300	8,750	8,167
Administrative (No. 2)					
Supervisory	4	5,500	6,000	8,000	6,750
Direct leadership	1		5,500		5,500
<u>10,000 - 19,999</u>					
Administrative (No. 1)	5	8,417	8,833	9,375	8,900
Administrative (No. 2)					
Supervisory	1		6,500		6,500
Direct leadership	3		5,500		5,500
<u>20,000 - 29,999</u>					
Administrative (No. 1)	1		8,500		8,500
Administrative (No. 2)					
Supervisory					
Direct leadership					
<u>30,000 - 39,999</u>					
Administrative (No. 1)	2		10,500		10,500
Administrative (No. 2)					
Supervisory	1		6,500		6,500
Direct leadership					
<u>40,000 - 49,999</u>					
Administrative (No. 1)	2		10,000		10,000
Administrative (No. 2)					
Supervisory					
Direct leadership	1		8,500		8,500
<u>50,000 - 99,999</u>					
Administrative (No. 1)	4	10,500	11,000	12,000	12,250
Administrative (No. 2)	1		8,500		8,500
Supervisory	4	10,500	11,000	11,500	11,000
Direct leadership	2		8,000		9,000

TABLE 10

continued

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Population	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>100,000 - 199,999</u>					
Administrative (No. 1)					
Administrative (No. 2)					
Supervisory					
Direct leadership					
<u>200,000 - 299,999</u>					
Administrative (No. 1)	4	13,500	14,000	15,500	14,500
Administrative (No. 2)	5	11,125	11,750	12,750	11,900
Supervisory	20	8,000	8,833	9,800	8,950
Direct leadership	11	5,917	6,625	9,125	7,227
<u>300,000 and above</u>					
Administrative (No. 1)					
Administrative (No. 2)	3		13,500		13,833
Supervisory	6	9,500	10,000	10,750	10,167
Direct leadership	27	7,162	7,559	7,956	7,685

TABLE 11 ANALYSIS OF SALARIES AS RELATED TO MAGNITUDE OF BUDGET FOR ONTARIO RECREATION PERSONNEL IN COMBINED MUNICIPAL, RECREATION AND PARK DEPARTMENTS

Budget	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>Below \$25,000</u>					
Administrative (No. 1)	1		10,500		10,500
Administrative (No. 2)					
Supervisory					
Direct leadership					
<u>\$25,000 - \$49,999</u>					
Administrative (No. 1)	12	6,750	8,000	8,750	7,833
Administrative (No. 2)					
Supervisory	3		4,500		
Direct leadership					
<u>\$50,000 - \$74,999</u>					
Administrative (No. 1)	9	6,625	8,250	9,750	8,278
Administrative (No. 2)	1		6,500		6,500
Supervisory	2		6,000		6,000
Direct leadership	1		5,500		5,500
<u>\$75,000 - \$99,999</u>					
Administrative (No. 1)	6	7,500	9,000	9,750	8,833
Administrative (No. 2)					
Supervisory	2		7,000		7,000
Direct leadership					
<u>\$100,000 - \$199,999</u>					
Administrative (No. 1)	12	10,000	10,500	11,000	10,417
Administrative (No. 2)	2		7,500		7,500
Supervisory	6	6,250	7,000	7,750	7,000
Direct leadership	1		7,500		7,500
<u>\$200,000 - \$499,999</u>					
Administrative (No. 1)	8	11,000	11,667	12,333	11,500
Administrative (No. 2)	3		9,750		9,833
Supervisory	11	6,917	7,625	8,625	7,773
Direct leadership	8	4,000	7,000	8,000	

TABLE 11

continued

Page 2

Budget	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>\$500,000 - \$999,999</u>					
Administrative (No. 1)	7	13,750	14,500	15,250	14,500
Administrative (No. 2)	12	9,250	10,000	11,333	10,250
Supervisory	22	6,833	8,000	8,917	7,818
Direct leadership	1		7,500		7,500
<u>\$1,000,000 - \$1,999,999</u>					
Administrative (No. 1)	6	14,500	16,000	18,500	16,300
Administrative (No. 2)	12	11,000	11,750	13,000	11,833
Supervisory	22	7,583	9,200	10,300	8,955
Direct leadership	24	6,200	6,800	8,750	
<u>\$2,000,000 and up</u>					
Administrative (No. 1)	3		19,500		
Administrative (No. 2)	20	10,667	13,000	16,333	13,200
Supervisory	73	7,875	8,917	10,250	9,021
Direct leadership	62	6,543	7,217	7,891	

TABLE 12 ANALYSIS OF SALARIES AS RELATED TO MAGNITUDE OF BUDGET FOR ONTARIO RECREATION PERSONNEL IN SEPARATE MUNICIPAL, RECREATION OR PARK DEPARTMENTS

Budget	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
<u>Below \$25,000</u>					
Administrative (No. 1)	4	6,500	7,000	8,500	7,500
Administrative (No. 2)					
Supervisory	2		5,500		5,500
Direct leadership					
<u>\$25,000 - \$49,999</u>					
Administrative (No. 1)	5	8,125	8,750	9,375	8,700
Administrative (No. 2)					
Supervisory	3		7,500		7,500
Direct leadership	4	5,250	5,500	5,750	5,500
<u>\$50,000 - \$74,999</u>					
Administrative (No. 1)	4	8,333	8,667	9,000	9,250
Administrative (No. 2)					
Supervisory					
Direct leadership					
<u>\$75,000 - \$99,000</u>					
Administrative (No. 1)	4	8,500	9,000	10,500	9,500
Administrative (No. 2)					
Supervisory					
Direct leadership					
<u>\$100,000 - \$199,999</u>					
Administrative (No. 1)	4	10,250	10,500	10,750	10,500
Administrative (No. 2)	1		8,500		8,500
Supervisory	1		6,500		6,500
Direct leadership	1		7,500		7,500
<u>\$200,000 - \$499,999</u>					
Administrative (No. 1)	3		13,500		13,167
Administrative (No. 2)	1		10,500		10,500
Supervisory	1		11,500		11,500
Direct leadership	2		9,000		9,500

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TABLE 12

continued

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Budget	N	\$			
		Lower Quartile	Median	Upper Quartile	Mean
\$500,000 - \$999,999					
Administrative (No. 1)	1		15,500		15,500
Administrative (No. 2)	1		13,500		13,500
Supervisory	9	10,063	10,625	11,375	10,167
Direct leadership	4	7,000	9,500	10,000	9,000
\$1,000,000 - \$1,999,999					
Administrative (No. 1)	2		14,000		14,500
Administrative (No. 2)	3		11,750		11,833
Supervisory	14	7,875	8,600	9,300	8,571
Direct leadership	7	5,583	6,167	6,750	6,214
\$2,000,000 and up					
Administrative (No. 1)					
Administrative (No. 2)	3		13,500		13,833
Supervisory	6	9,500	10,000	10,750	10,167
Direct leadership	27	7,162	7,559	7,956	7,685

TABLE 14
MEDIAN SALARIES AS RELATED TO EDUCATIONAL ACHIEVEMENT OF ONTARIO RECREATION PERSONNEL IN
SEPARATE MUNICIPAL RECREATION OR PARK DEPARTMENTS ACCORDING TO POPULATION

[illegible]

Administrative (No. 2)					
Ele. ed.	1	10,500			
Sec. ed.					
Spec. cert.			2	12,000	
C.A.A.T.					
N.S. dipl.	1	17,500	2	11,000	
Con. cert.			1	11,500	
Undergrad.	1	13,500			
B.A.					
Grad.					
Master					
Doctorate					

TABLE 15 MEDIAN SALARIES AS RELATED TO EDUCATIONAL ACHIEVEMENT OF ONTARIO
RECREATION PERSONNEL IN COMBINED MUNICIPAL RECREATION AND PARK
DEPARTMENTS ACCORDING TO MAGNITUDE OF BUDGET

	Budget (\$)							
	1,000,000 & up		500,000-999,999		100,000-499,999		Below 100,000	
	N	Mdn(\$)	N	Mdn(\$)	N	Mdn(\$)	N	Mdn(\$)
<u>Administrative (No.1)</u>								
Ele. ed.							1	7,500
Sec. ed.	2	14,500	1	11,500	3	9,750	5	7,500
Spec. cert.	3	17,500	3	14,500	17	10,929	17	8,875
C.A.A.T.							3	8,250
N.S. dipl.	2	16,000	2	14,500				
Con. cert.							1	6,500
Undergrad.							1	5,500
B.A.	2	14,000	1	17,500				
Grad.								
Master								
Doctorate								
<u>Administrative (No.2)</u>								
Ele. ed.			1	11,500				
Sec. ed.	7	13,750	4	9,000	2	10,000		
Spec. cert.	16	12,000	5	10,500	3	9,500		
C.A.A.T.	2	10,000	1	9,500			1	6,500
N.S. dipl.	2	13,500	1	9,500				
Con. cert.								
Undergrad.	2	11,000						
B.A.	3	10,250						
Grad.								
Master								
Doctorate								
<u>Supervisory</u>								
Ele. ed.	2	8,000	3	8,500	1	6,500	1	4,500
Sec. ed.	28	8,429	4	7,000	6	7,000	4	6,000
Spec. cert.	23	10,188	4	8,500	5	7,833	2	7,000
C.A.A.T.	20	9,000	9	7,500	4	7,000		
N.S. dipl.	1	8,500			1	8,500		
Con. cert.								
Undergrad.	13	8,167	1	7,500				
B.A.	7	9,250	1	9,500				
Grad.	1	8,500						
Master								
Doctorate								
<u>Direct leadership</u>								
Ele. ed.	6	8,000	1	7,500	1	5,500		
Sec. ed.	42	7,231			5	7,167		
Spec. cert.	6	9,000			1	4,000	1	5,500
C.A.A.T.	9	6,583			1	9,500		
N.S. dipl.	3	9,250			1	8,500		
Con. cert.	4	6,667						
Undergrad.	6	7,000						
B.A.	7	6,167						
Grad.	1	6,500						
Master	2	8,000						
Doctorate								

TABLE 2.1 PERCENTAGE ANALYSIS OF CHRONOLOGICAL AGES OF ONTARIO RECREATION PERSONNEL IN MUNICIPAL DEPARTMENTS BY DUTY LEVELS

Age	Combined recreation and park departments				Separate recreation or park departments				Total			
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
20 and below			2.1	1.0	3.7				1.1		1.7	0.7
21 - 25	4.7	4.0	21.1	29.9	11.1		2.7	20.0	6.6	3.4	17.4	26.8
26 - 30	9.4	18.0	17.6	19.7	11.1		16.7	11.1	9.9	15.3	17.4	16.9
31 - 35	18.8	16.0	12.0	11.3	7.5	11.1	13.9	6.7	15.3	15.3	12.4	11.3
36 - 40	26.6	26.0	9.2	11.3	14.8	33.4	5.6	20.0	23.1	27.1	8.4	14.1
41 - 45	14.1	14.0	12.0	8.2	14.8	22.2	19.4	11.1	14.3	15.3	13.5	9.1
46 - 50	7.7	12.0	8.5	6.2	14.8	22.2	11.1	13.3	9.9	13.5	9.0	7.0
51 - 55	4.6	8.0	7.0	6.2	11.1	11.1	16.7	6.7	6.6	8.4	9.0	6.3
56 and over	14.1	2.0	10.5	6.2	11.1		13.9	11.1	13.2	1.7	11.2	7.8
N	64.0	50.0	142.0	97.0	27.0	9.0	36.0	45.0	91.0	59.0	178.0	142.0

(1) = Administrative level (No. 1)

(2) = Administrative level (No. 2)

(3) = Supervisory level

(4) = Direct leadership

TABLE 2.2 PERCENTAGE ANALYSIS OF CHRONOLOGICAL AGES OF ONTARIO RECREATION PERSONNEL IN PROVINCIAL DEPARTMENTS BY DUTY LEVELS

Age	Administrative	Supervisory	Specialized Service	Total
21 - 25		3.2	9.1	5.6
26 - 30		22.6	27.3	22.5
31 - 35		3.2	33.3	16.9
36 - 40	28.5	16.1	9.1	14.1
41 - 45	28.6	6.5	3.0	7.0
46 - 50	14.3	19.4	15.2	16.9
51 - 55	14.3	16.1		8.5
55 and over	14.3	12.9	3.0	8.5
N	7	31	33	71

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TABLE 2.3 PERCENTAGE ANALYSIS OF CHRONOLOGICAL AGES OF ONTARIO RECREATION PERSONNEL IN INSTITUTIONS BY DUTY LEVELS

Age	Supervisory	Direct Leadership	Total
20 and below		1.0	0.6
21 - 25	13.2	7.2	9.7
26 - 30	4.4	17.5	12.1
31 - 35	11.8	6.2	8.5
36 - 40	10.3	5.2	7.3
41 - 45	11.8	16.5	14.5
46 - 50	11.8	16.5	14.5
51 - 55	19.1	16.5	17.6
55 and over	17.6	13.4	15.2
N	68	97	165

TABLE 2.4 PERCENTAGE ANALYSIS OF CHRONOLOGICAL AGES OF ONTARIO
RECREATION PERSONNEL IN COLLEGES AND UNIVERSITIES

Age	Per Cent (N = 31)
20 and below	
21 - 25	12.9
26 - 30	25.8
31 - 35	32.2
36 - 40	9.7
41 - 45	12.9
46 - 50	6.5
51 - 55	
56 and over	

TABLE 3.4 PERCENTAGE ANALYSIS OF ONTARIO RECREATION PERSONNEL
IN COLLEGES AND UNIVERSITIES BY SEX

Sex	Per Cent (N = 31)
Male	90.3
Female	9.7

TABLE 4.1 PERCENTAGE ANALYSIS OF EDUCATIONAL ACHIEVEMENT OF ONTARIO RECREATION PERSONNEL IN MUNICIPAL DEPARTMENTS BY DUTY LEVELS

Educational achievement	Combined recreation and park departments				Separate recreation or park departments				Total			
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
Ele. Ed.	1.6	2.0	4.9	8.2			11.1	13.3	1.1	1.7	6.2	9.9
Sec. Ed.	17.1	26.0	30.3	48.5	7.4	22.2	38.9	51.2	14.3	25.4	32.0	49.3
Spec. Cert.	62.4	48.0	24.0	8.3	44.4	22.2	25.0	8.8	57.1	44.1	24.2	8.5
C.A.A.T.	4.7	8.0	23.2	10.3	25.9		8.3	8.9	11.0	6.8	20.2	9.9
N.S. Dipl.	6.3	6.0	1.4	4.1	18.6	33.4			9.9	10.2	1.1	2.8
Con. Cert.	1.6			4.1		11.1			1.1	1.7		2.8
Undergrad.	1.6	4.0	9.9	6.2	3.7	11.1	16.7	15.6	2.2	5.1	11.2	9.1
B. A.	4.7	6.0	5.6	7.2					3.3	5.0	4.5	4.9
Grad.			0.7	1.0							0.6	0.7
Master				2.1				2.2				2.1
N	64	50	142	97	27	9	36	45	91	59	178	142

(1) = Administrative level (No. 1)

(2) = Administrative level (No. 2)

(3) = Supervisory level

(4) = Direct leadership

TABLE 4.2 PERCENTAGE ANALYSIS OF EDUCATIONAL ACHIEVEMENT OF ONTARIO
RECREATION PERSONNEL IN PROVINCIAL DEPARTMENTS BY DUTY LEVELS

Educational Achievement	Administrative	Supervisory	Specialized Service	Total
Sec. Ed.		6.5		2.8
Spec. Cert.		45.1	15.2	26.8
C.A.A.T.		3.2		1.4
Undergrad.	14.3	9.7	3.0	7.0
B. A.	71.4	16.1	36.4	31.0
Grad.	14.3		24.2	12.7
Master		19.4	21.2	18.3
N	7	31	33	71

TABLE 4.3 PERCENTAGE ANALYSIS OF EDUCATIONAL ACHIEVEMENT OF
ONTARIO RECREATION PERSONNEL IN INSTITUTIONS BY DUTY LEVELS

Educational Achievement	Supervisory	Direct leadership	Total
Ele. Ed.	10.3	6.2	7.9
Sec. Ed.	44.1	40.2	41.8
Spec. Cert.	23.6	50.5	39.4
C.A.A.T.	4.4	2.1	3.0
Undergrad.	14.7	1.0	6.7
B. A.	2.9		1.2
N	68	97	165

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TABLE 4.4 PERCENTAGE ANALYSIS OF EDUCATIONAL ACHIEVEMENT OF
ONTARIO RECREATION PERSONNEL IN COLLEGES AND UNIVERSITIES

Educational Achievement	Per Cent (N = 31)
Spec. Cert.	16.1
Con. Cert.	6.5
B. A.	16.1
Grad.	6.5
Master	45.1
Doctorate	9.7

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TABLE 5.1 PERCENTAGE ANALYSIS OF YEARS OF RECREATION PROFESSIONAL EXPERIENCE OF ONTARIO RECREATION PERSONNEL IN MUNICIPAL DEPARTMENTS BY DUTY LEVELS

Experience in years	Combined recreation and park departments				Separate recreation or park departments				Total			
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
Over 22	10.9	6.0	12.7	9.3	22.2		13.9	11.1	14.3	5.1	12.9	9.9
20 - 22	9.4	10.0	4.9	2.1	11.1	11.1	5.6	6.7	9.9	10.2	5.0	3.5
17 - 19	10.9	12.0	4.9	4.1	7.4	33.4	2.8	4.4	9.9	15.3	4.5	4.2
14 - 16	14.1	22.0	5.6	6.2	14.8	11.1	11.1	2.2	14.3	20.2	6.7	4.9
11 - 13	10.9	16.0	13.5	12.4	11.1	22.2	8.3	22.2	11.0	16.9	12.3	15.5
8 - 10	20.3	10.0	10.6	6.2	11.1		19.4	4.4	17.5	8.5	12.4	5.7
5 - 7	9.4	12.0	14.8	18.6	7.4	11.1	25.0	6.7	8.8	11.9	16.9	14.8
2 - 4	7.8	10.0	23.9	19.5	7.4	11.1	11.1	33.4	7.7	10.2	21.4	23.9
1	4.7		7.0	11.3	3.8		2.8	8.9	4.4		6.2	10.6
0	1.6	2.0	2.1	10.3	3.7				2.2	1.7	1.7	7.0
N	64	50	142	97	27	9	36	45	91	59	178	142

(1) = Administrative level (No. 1)

(2) = Administrative level (No. 2)

(3) = Supervisory level

(4) = Direct leadership

TABLE 5.2 PERCENTAGE ANALYSIS OF YEARS OF RECREATION PROFESSIONAL
EXPERIENCE OF ONTARIO RECREATION PERSONNEL IN PROVINCIAL DEPARTMENTS
BY DUTY LEVELS

Experience in years	Administrative	Supervisory	Specialized Service	Total
Over 22	14.3	25.8		12.7
20 - 22	28.6	3.2	6.1	7.0
17 - 19			6.1	2.8
14 - 16		16.1	6.1	9.8
11 - 13		12.9	6.1	8.5
8 - 10	14.3	6.5	9.0	8.5
5 - 7	14.3	12.9	15.2	14.1
2 - 4	28.5	22.6	30.2	26.7
1			18.2	8.5
0			3.0	1.4
N	7	31	33	71

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TABLE 5.3 PERCENTAGE ANALYSIS OF YEARS OF RECREATION PROFESSIONAL
EXPERIENCE OF ONTARIO RECREATION PERSONNEL IN INSTITUTIONS BY
DUTY LEVELS

Experience in years	Supervisory	Direct leadership	Total
Over 22	2.9		1.2
20 - 22	1.5		0.6
17 - 19		1.0	0.6
14 - 16	2.9		1.2
11 - 13	4.4	4.1	4.2
8 - 10	11.8	5.2	7.9
5 - 7	20.6	9.3	13.9
2 - 4	23.5	29.9	27.3
1	10.3	14.4	12.7
0	22.1	36.1	30.4
N	68	97	165

TABLE 5.4 PERCENTAGE ANALYSIS OF YEARS OF RECREATION PROFESSIONAL
EXPERIENCE OF ONTARIO RECREATION PERSONNEL IN COLLEGES AND
UNIVERSITIES

Experience in years	Per Cent (N = 31)
Over 22	6.5
20 - 22	3.1
17 - 19	9.7
14 - 16	6.5
11 - 13	9.7
8 - 10	6.5
5 - 7	29.0
2 - 4	22.5
1	6.5
0	

